



Key Drivers of EL PAÍS Digital Transformation

EL PAÍS

The 2012 –2017 period has been marked by growth

EBITDA Global
€000

+68%

12

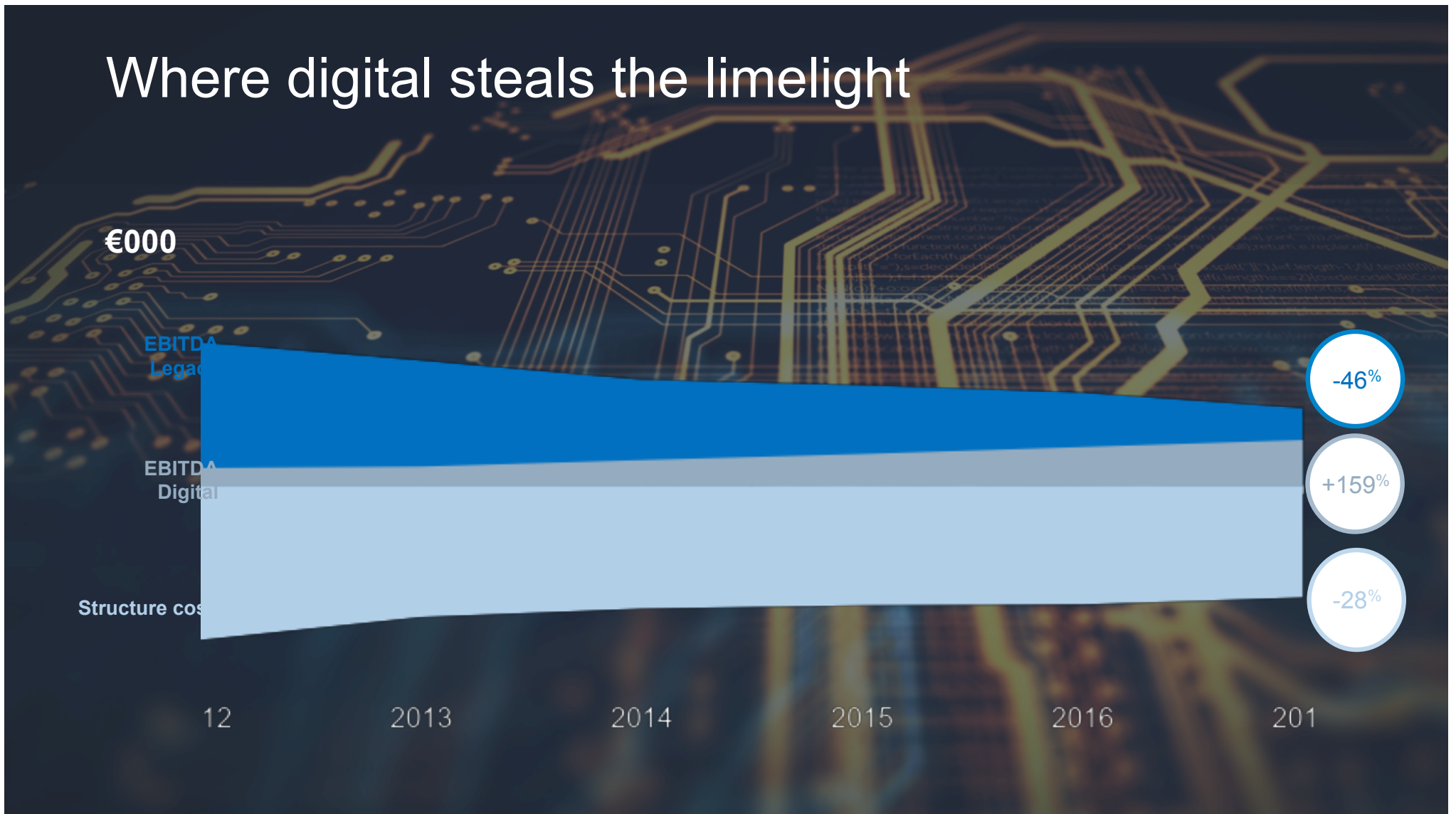
201

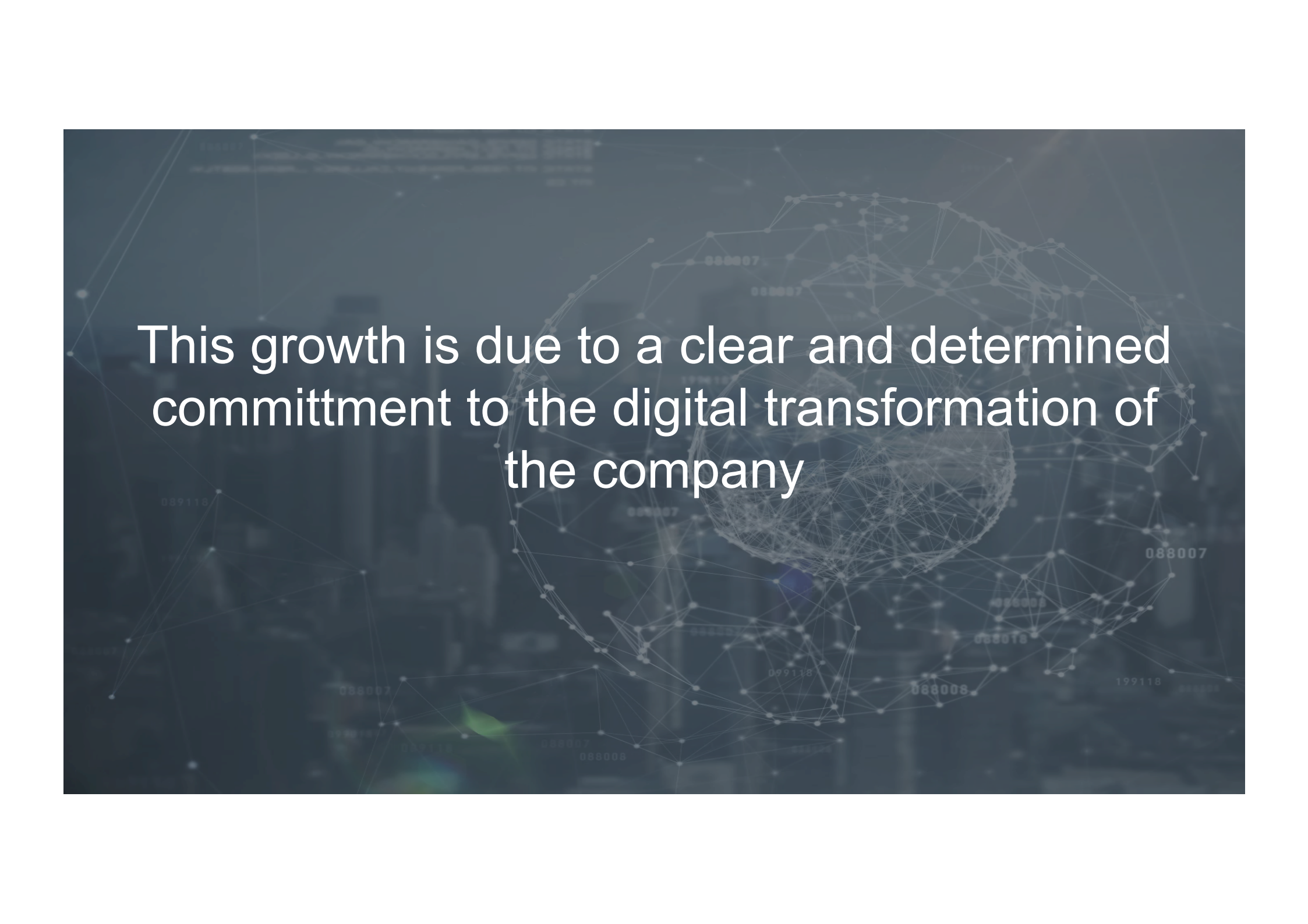




But it has also been a period with significant changes in the business model

Where digital steals the limelight





This growth is due to a clear and determined
commitment to the digital transformation of
the company

Since 2012, significant increase in digital audiences ...

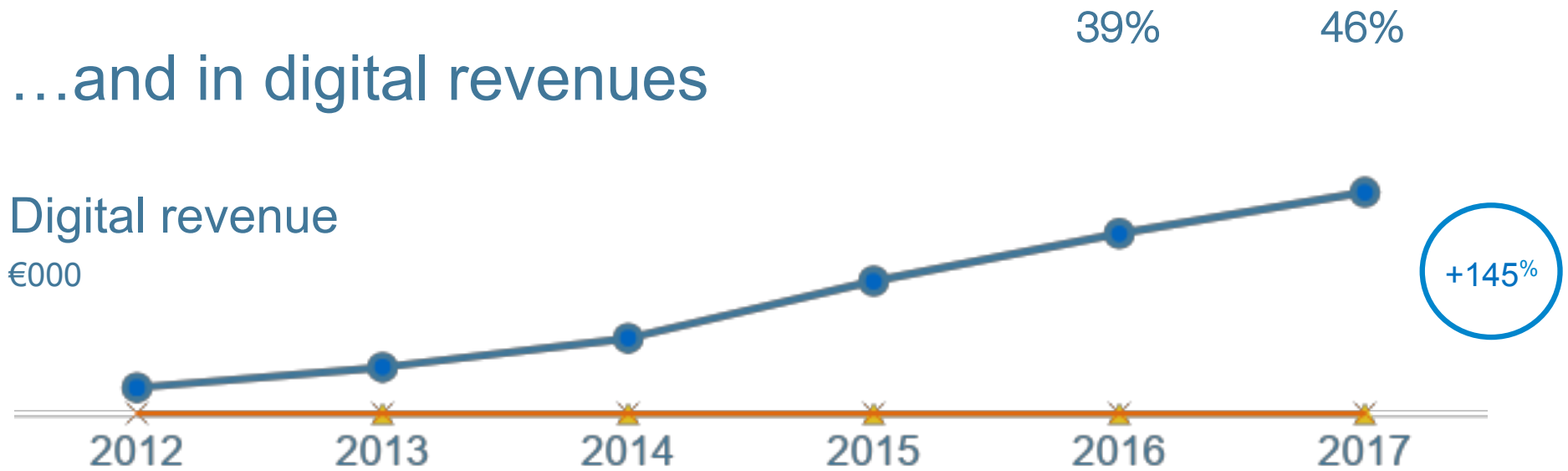


+87%
ADVOCATE READERS

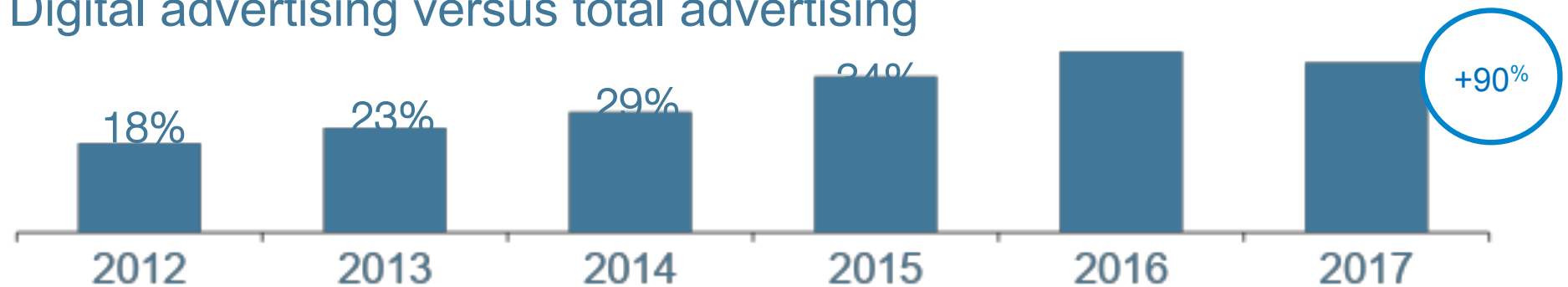
A dotted line originates from the bottom of the 'UNIQUE NAVIGATORS' circle and points to this text block.

...and in digital revenues

Digital revenue
€000



Digital advertising versus total advertising





Drivers of the digital transformation

Drivers of the digital transformation



Product Development



Distribution



Globality



Data

Drivers of the digital transformation



Product Development



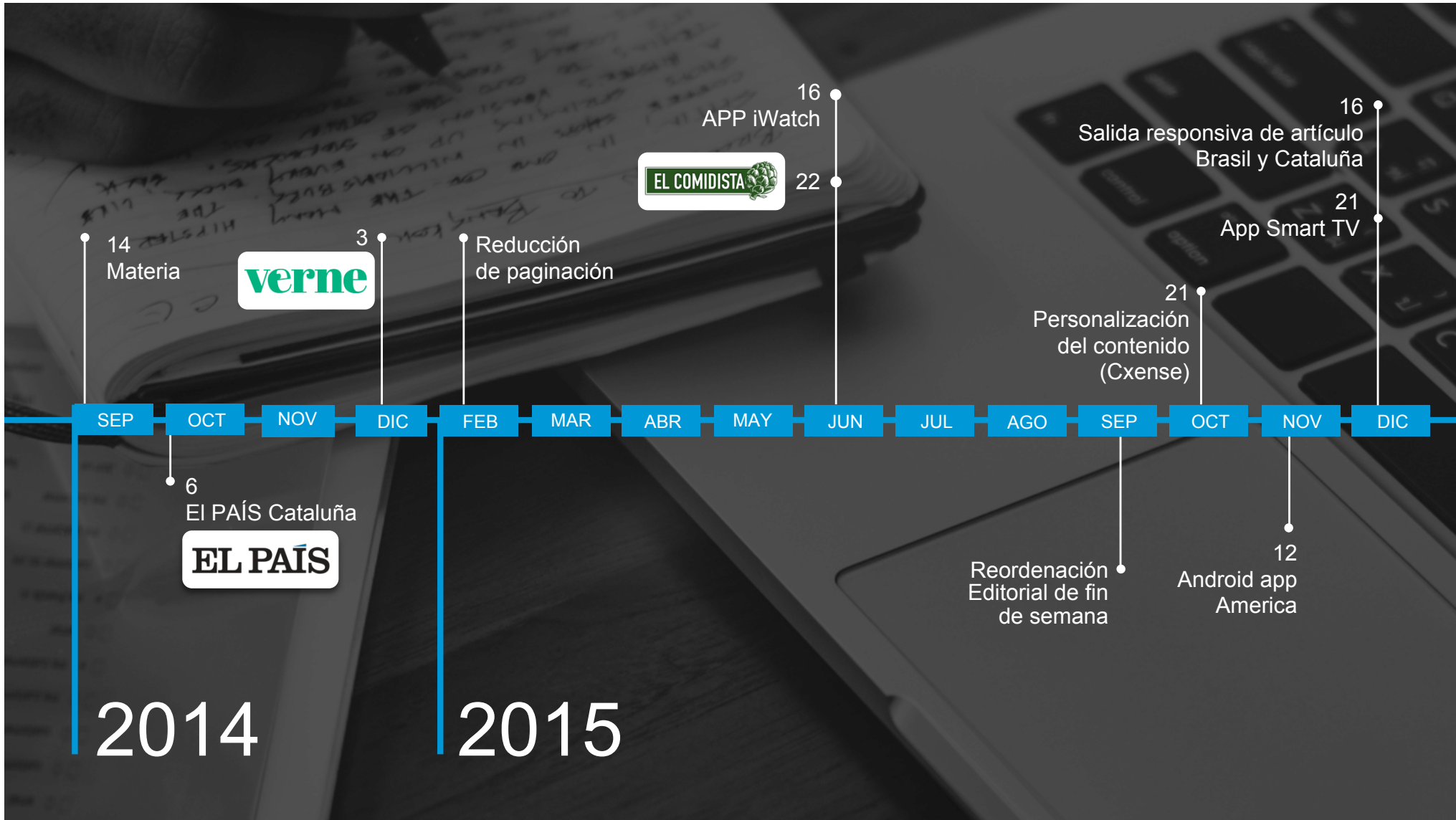
Distribution

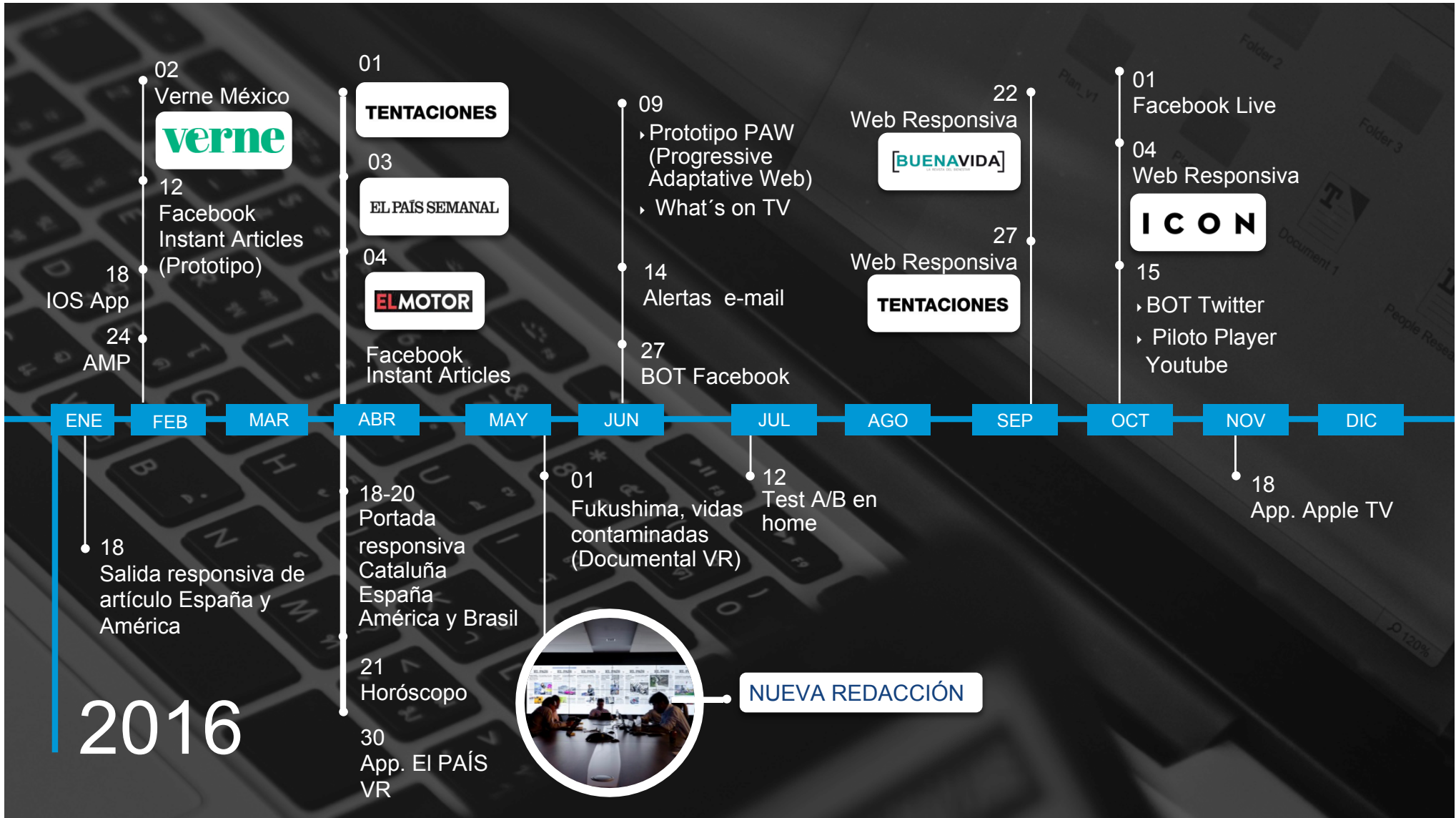


Globality

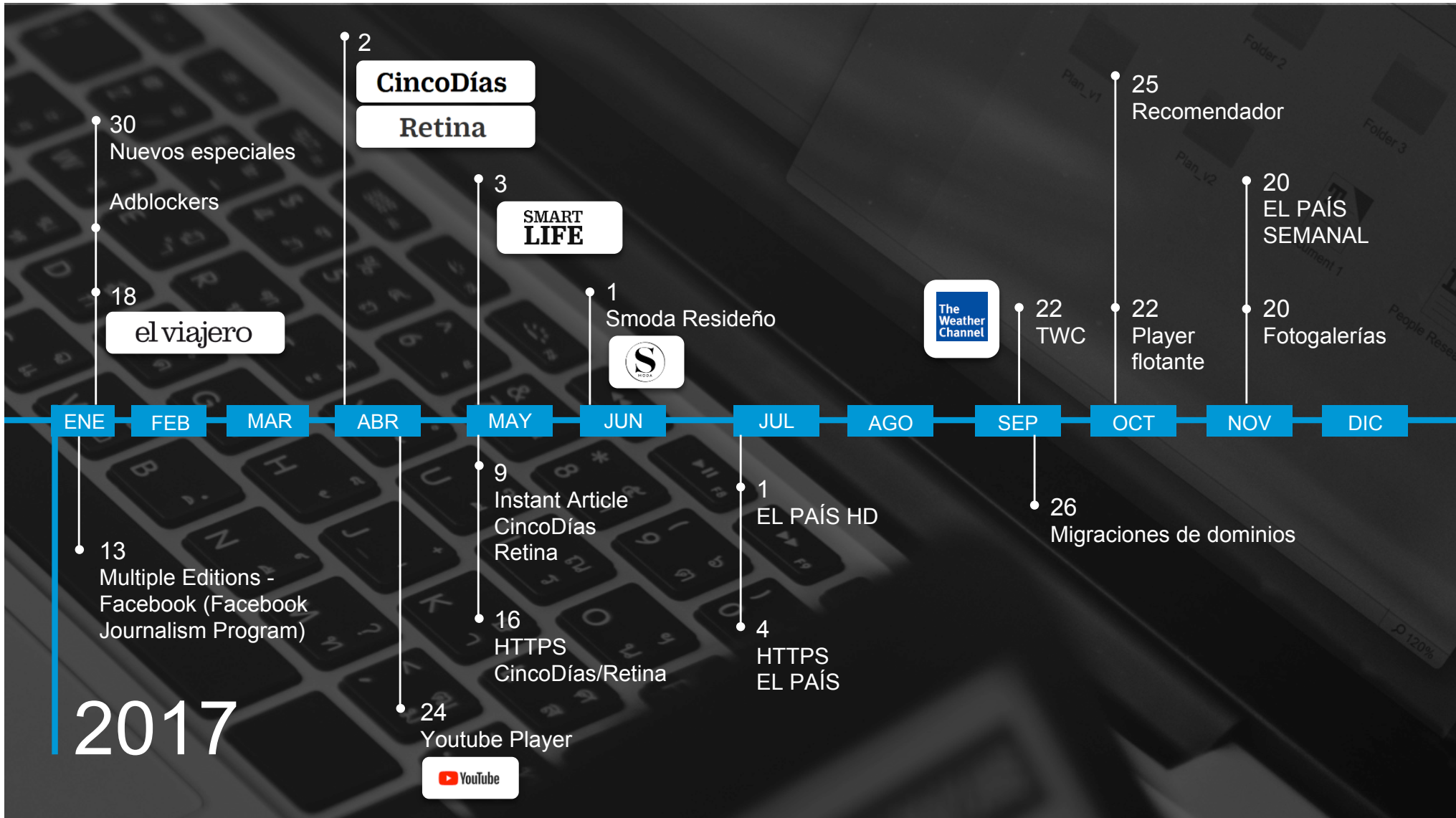


Data

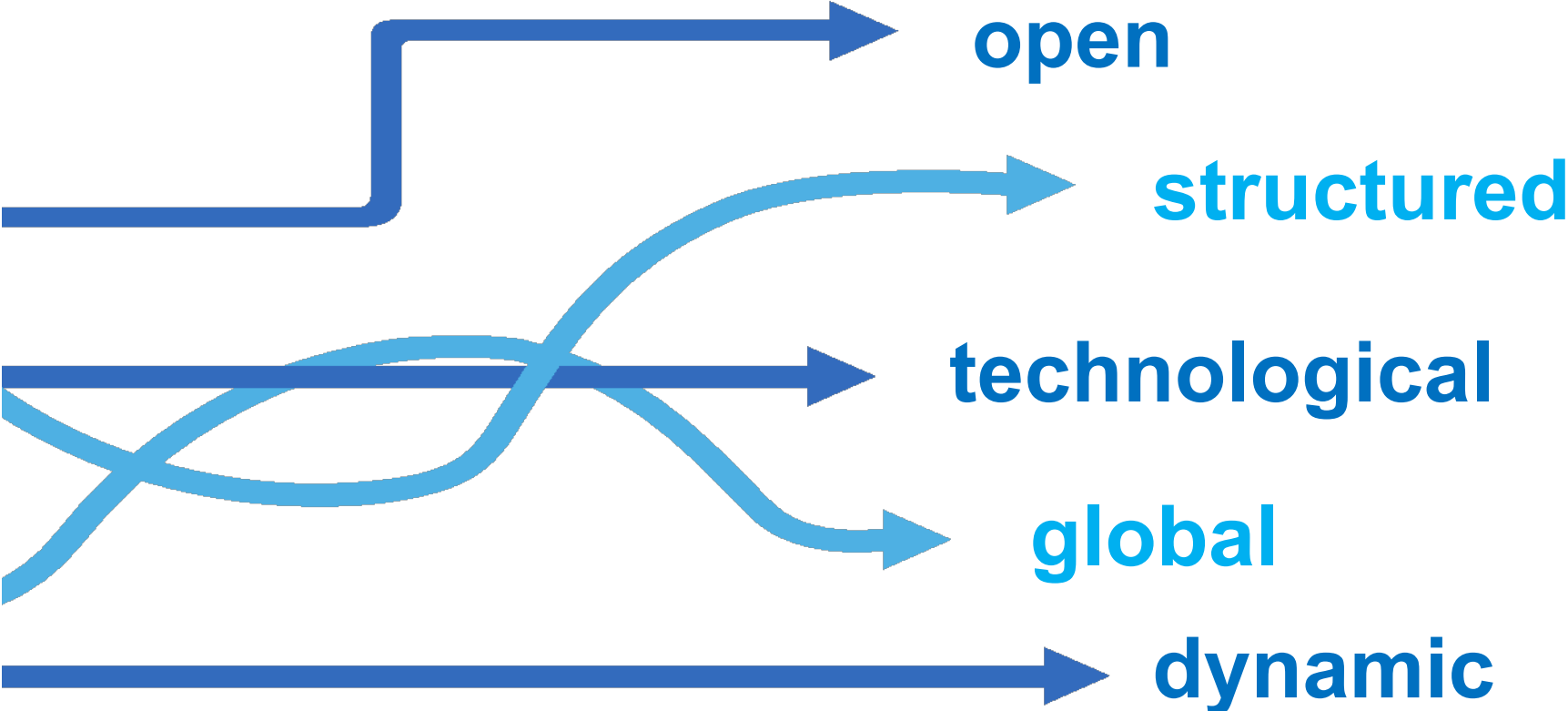




2017



A space that is...



open

structured

technological

global

dynamic

A photograph of a modern office interior. The space is bright and open, featuring glass-walled rooms and a central area with blue chairs and a white table. A large, dark, circular light fixture hangs from the ceiling. The floor is covered in a patterned carpet. The overall atmosphere is clean and professional.

A space that is open

We have reduced the number of individual offices to a minimum and increased to 16 the number of conference rooms and team work cabins. The newsroom now has many more open spaces as well as natural light.



A space that is structured

The core of the newsroom is the Control and Distribution Desk, which is set up as a command centre and from which the production and distribution of content to the various platforms is organized. Both the physical and the virtual work environments have been specifically designed.

A modern newsroom with multiple computer workstations and a large wall of data screens. The room is filled with people working at desks, and the ceiling features recessed lighting. The overall atmosphere is professional and technologically advanced.

A space that is technological

The changes in the workflow are visually reinforced with a spectacular area of screens in the heart of the newsroom that allows monitoring the performance of the EL PAÍS products, with a special focus on mobile consumption, search trends, and social conversation. The video set is also located in this area.



A space that is global

This new technological space provides a 24-hour image of the work produced by the American and Brazilian editions, while the Central Control Desk includes a permanent representative from those editions across the Atlantic.

A modern, dynamic workspace with large murals of Indian women, a purple carpet, and contemporary furniture. The room features a purple carpet, white chairs, and a round table. Large murals of Indian women are on the walls. A glass partition is visible in the background.

A space that is dynamic

Depending on circumstances, the layout of the working space can be modified. There is a meeting zone, a library and drawing-boards to boost creativity and team-work.

Product Development

Verticals

Mobility

Video

Product Development

Verticals

Mobility

Video



Verticals

Cinco Días
 Economía
 Digital. La filosofía digital del Santander.

País	Septiembre 2017	Septiembre 2016	%
Brasil	200.000	150.000	133
Argentina	150.000	120.000	125
Chile	100.000	80.000	125
Colombia	80.000	60.000	133
Perú	60.000	40.000	150
Venezuela	40.000	20.000	200
India	20.000	10.000	200
China	10.000	5.000	200
Países Bajos	5.000	2.500	200

¿Qué puede comprar Amancio Ortega con 1.250 millones de dividendos?

Cinco Días
41% new readers

EL COMIDISTA
 RECETAS • ARTICULOS • VIDEOS • CONSULTORIO
 MARCEL LÓPEZ TURRIAGA
 17.950 FOLGOWERS

Quiero cocinar...

EL ANTICLÍMAX DE LAS TAPAS ERÓTICAS

El Comidista
23% new readers

EL PAÍS
 Materia

¿Un mundo sin grillos?

Hallada materia orgánica en el planeta enano más próximo

Una vacuna terapéutica que controla el VIH sin tomar antivirales

Materia
28% nuevos

EL PAÍS
 Inicio | Moda | Belleza | Placeres | Celebrities | Blogs

Smoda

Smoda
24% nuevos

BUENAVIDA
 SALUD | NUTRICIÓN | EJERCICIO FÍSICO | BIENESTAR | PSICOLOGÍA | MEDIO AMBIENTE

El video que recoge todos los 'NO' a los que se enfrentan las mujeres del mundo

Ni látex ni cadenas: cinco técnicas muy sencillas para pasar al siguiente nivel

BuenaVida
23% nuevos

ICON
 DISEÑO | POLÍTICA | NEGOCIOS | PLACERES | MOTOR | TECNO | RELIGIOS | CIUDADANOS | VIDEOS DE ICON

MADRID AMANECE CON BIMBA BOSÉ

La ciudad ha amanecido empapelada con los carteles del proyecto #Bimbarforever, que reivindica la talla clásica de Bimba Bosé, fallecida en enero, y pone la concentración sobre el cáncer en la primera fila de la semana de la moda madrileña.

ICON
21% nuevos

TENTACIONES
 PENSAMIENTO | CULTURA | MÚSICA | ENTRETENIMIENTO | FOLCLORE | LETICIA | BARRA

¿Por qué el fanzine vuelve loco a los nativos digitales?

Tentaciones
23% nuevos

verne
 CONOCÉNOS

LOS 'YOUTUBERS' QUE DAN MALA FAMA A LOS 'YOUTUBERS'

Verne
30% nuevos

Product Development

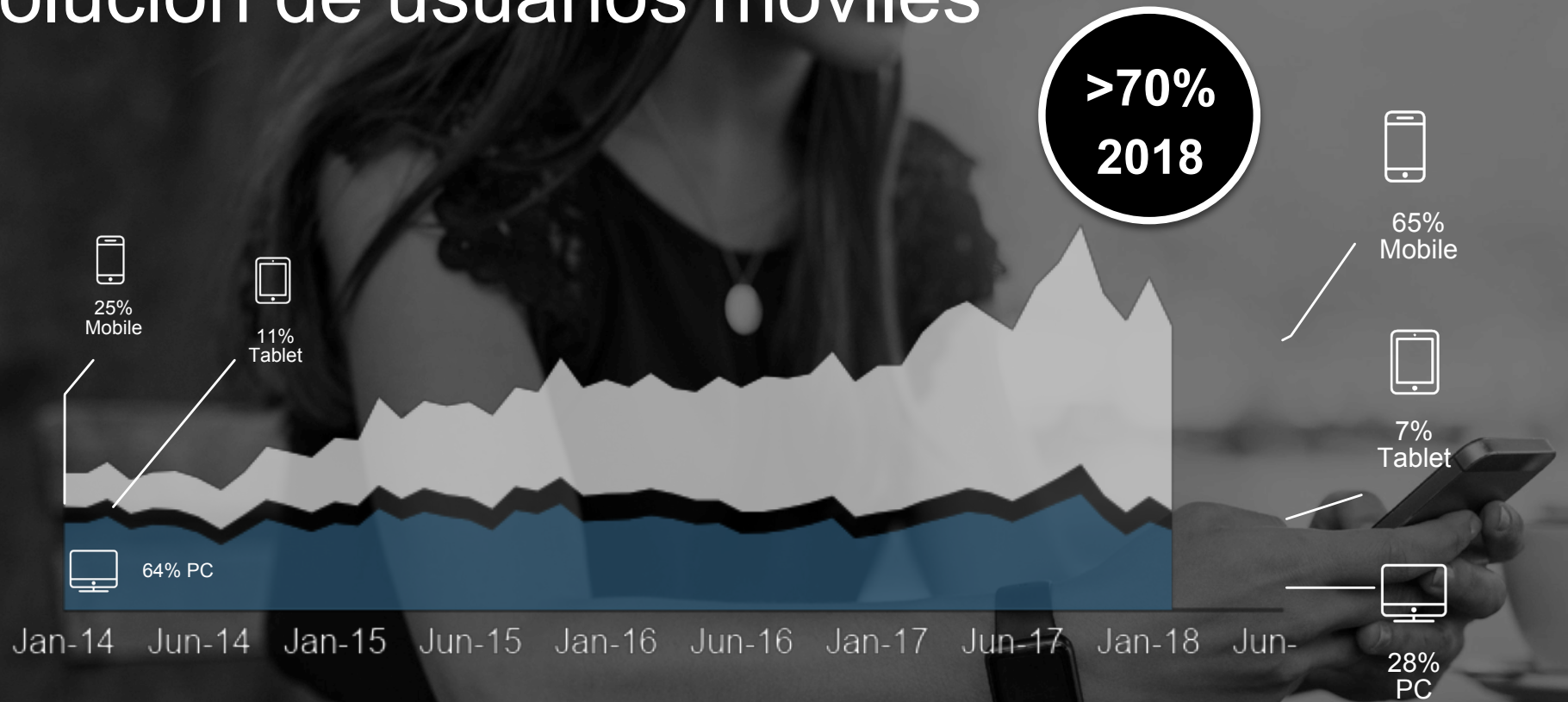
Verticals

Mobility

Video



Evolución de usuarios móviles



Product Development

Verticals

Mobility

Video



Impact across the organization



YouTube Player for Publishers

Fuente: Omniture. 2017



**Incremental
views and
time watch**

**New
revenue
source**

**Cost
savings on
hosting and
streaming**

Drivers of the digital transformation



Desarrollo de Producto



Distribution

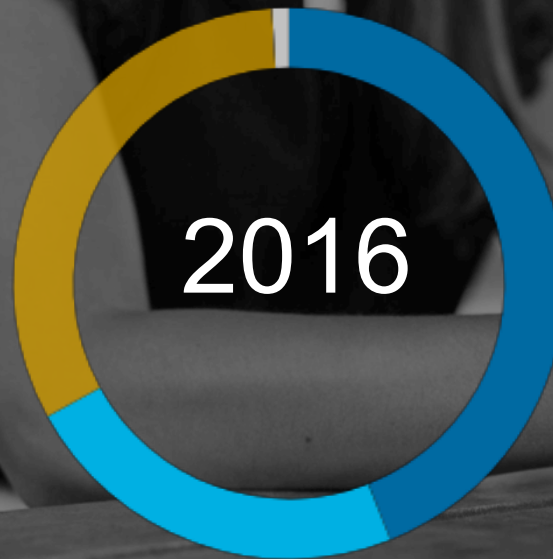
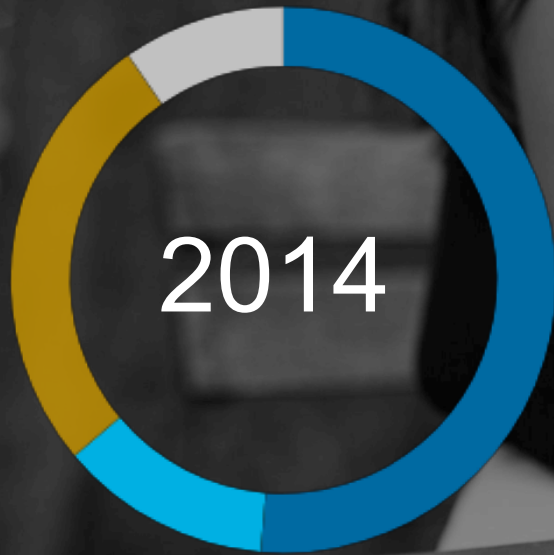


Globality



Data

Brand versus Distribution



Source: Omniture. 2017

New formats: Accelerated Mobile Pages



65% * of AMP readers are new to EL PAÍS

* 2017 Average. Omniture

New formats: Facebook Instant Articles



58%* of Instant Articles readers are new to EL PAÍS

* 2017 Average. Omniture

Drivers of the digital transformation



Product Development



Distribution



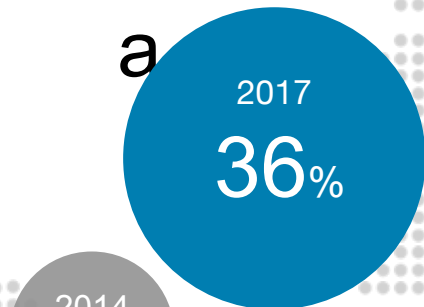
Globality



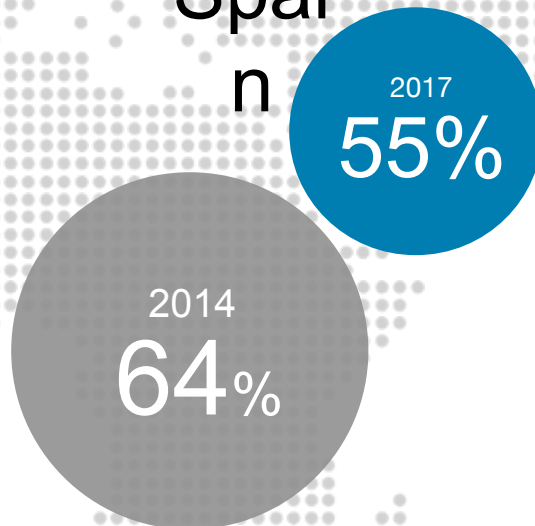
Data

We have scaled our audiences

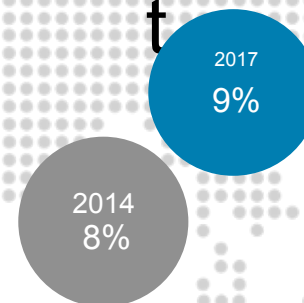
America



Spain



Rest



1º

Spanish-speaking news site worldwide



4º México
8º Brasil

EL PAÍS, a global brand

EL PAÍS AMÉRICA

Mexico

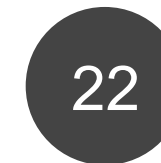
USA

Colombia

Argentina



EL PAÍS BRASIL



Drivers of the digital transformation



Product Development



Distribution



Globality

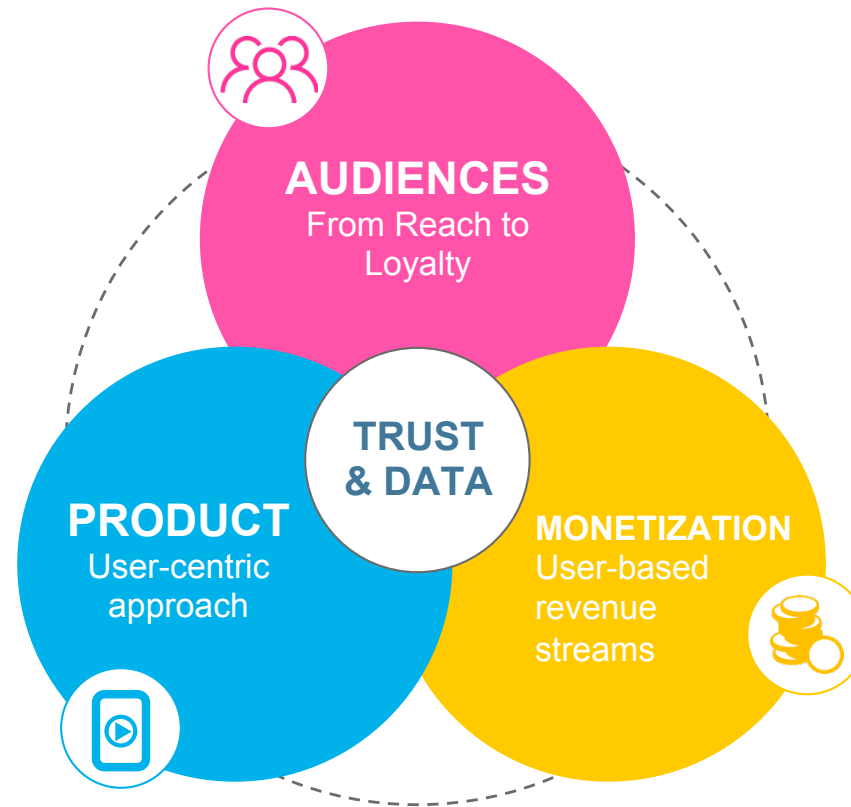


Data

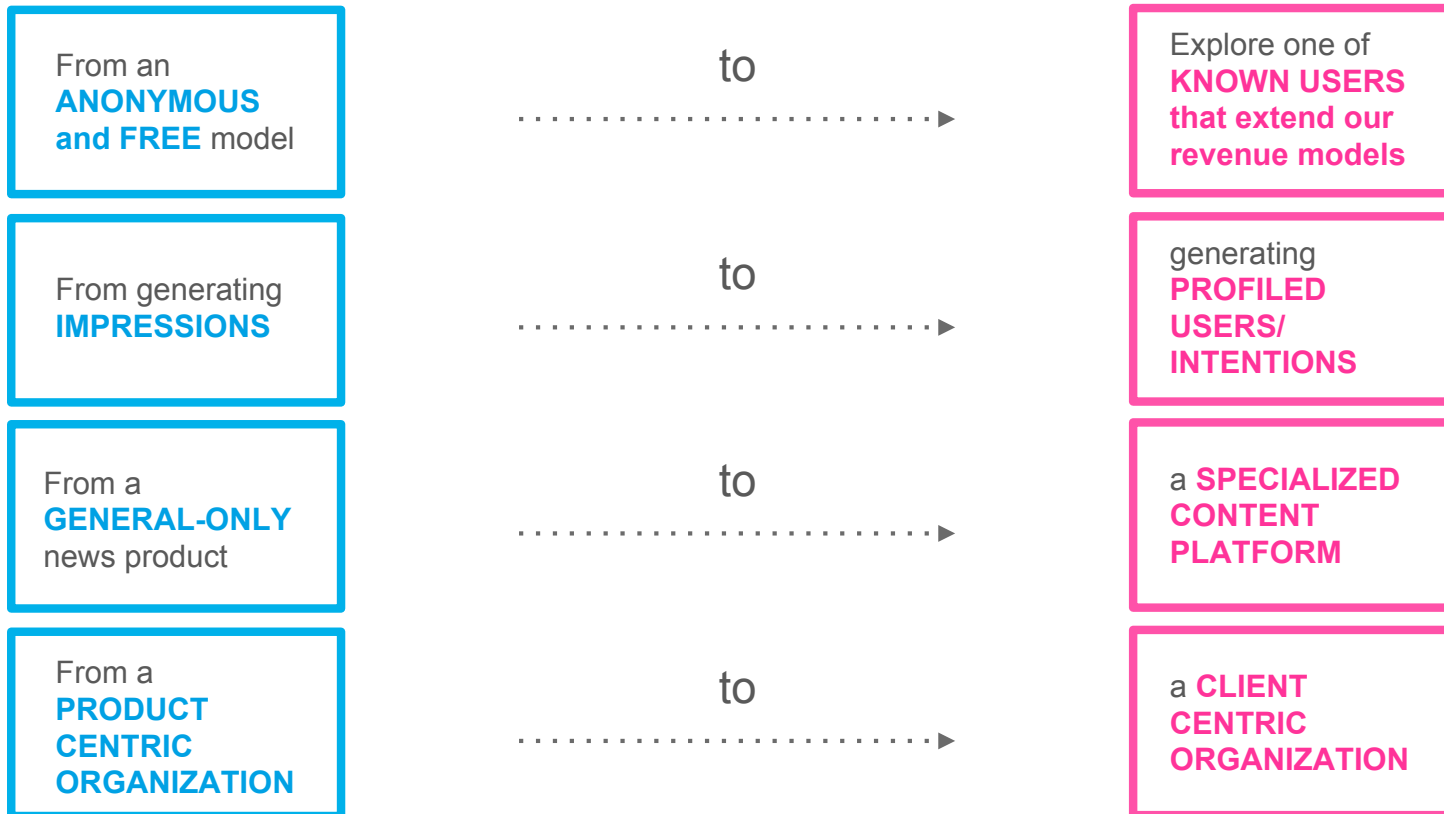
Readers have split into **multiple form users** who consume information and entertainment at different levels of involvement and who require a customised approach.



Trust and data at the core of the strategy



The new model

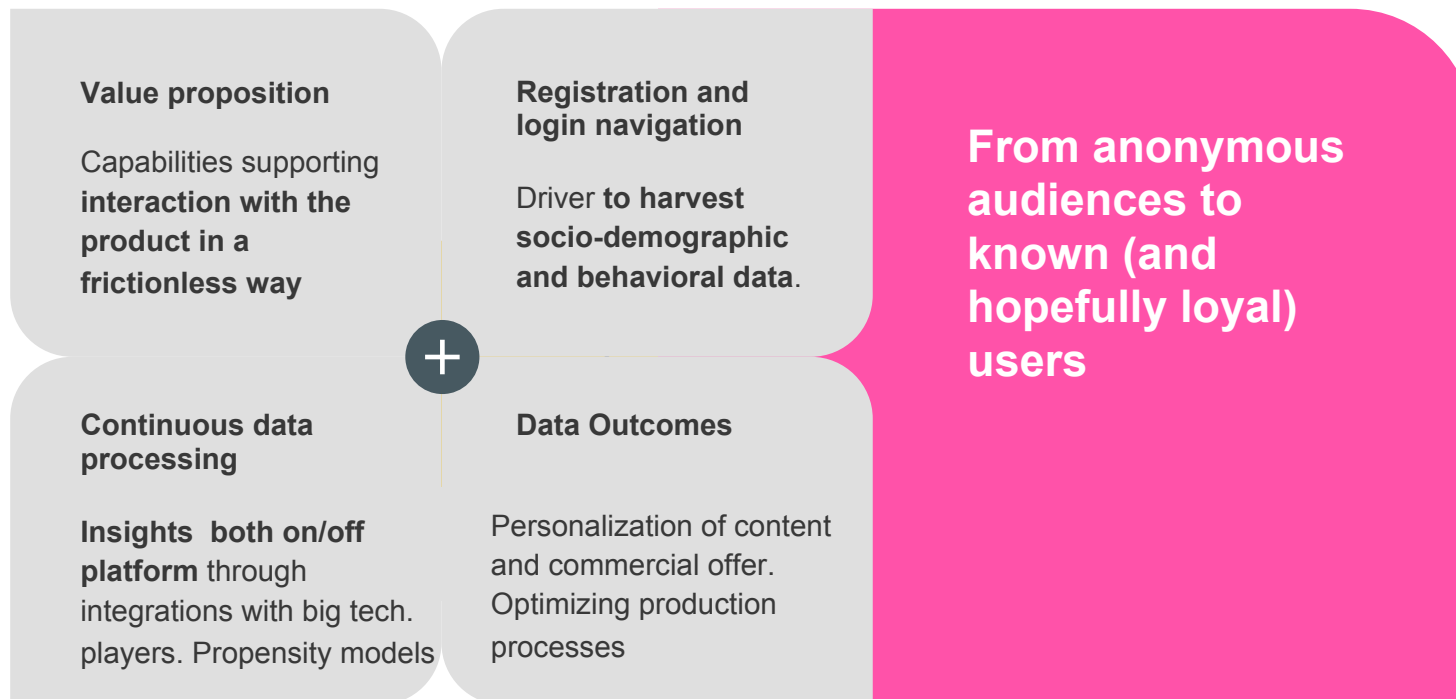




AUDIENCES: From Reach to Loyalty

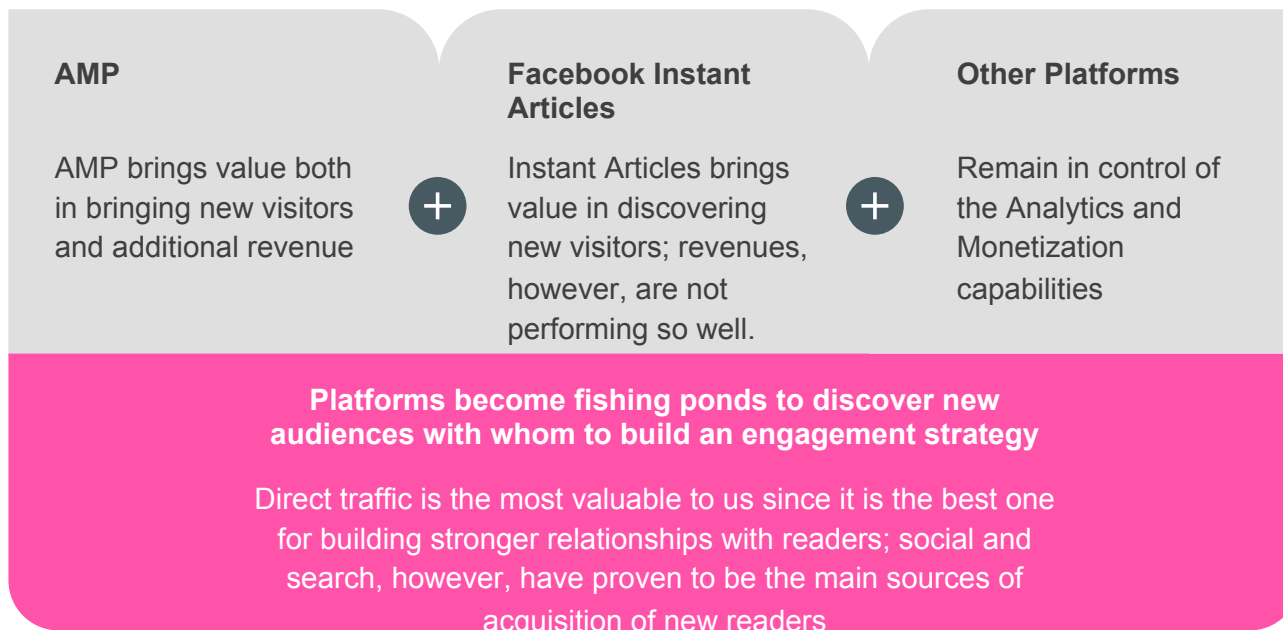
Audiences: From Reach to Loyalty

Data as the key distinguishing factor to support the Content, Commercial and Transactional Strategies



Audiences: From Reach to Loyalty

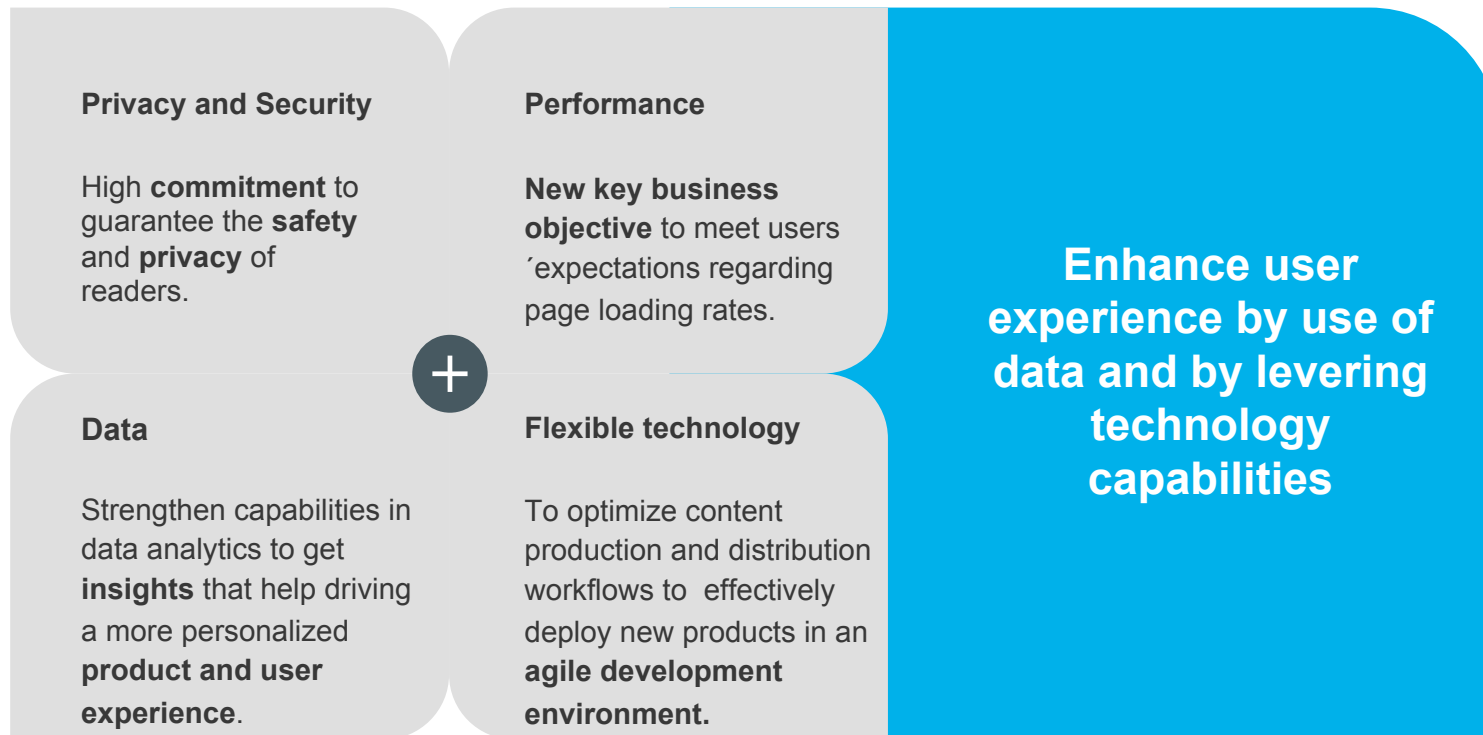
Does this mean that we abandon the discovery of new audiences? Not quite





PRODUCT - CENTRIC APPROACH

Product: User-centric approach



Product: User-centric approach

Platform - Verticals

Specific approach to niche communities based on social and demographic analytics.

Mobile

Increasing engagement with the audience by enhancing the mobile product.

Video

YouTube has proven to be a cornerstone of the video strategy with **outstanding time spent KPIs**

+

Globalization

Global perspective for local audiences

Innovation

Response to **machine learning technologies and voice-activated products** across multiple devices



MONETIZATION / User-based revenue streams

Monetization: User-based revenue model

Once scale has been reached, the moment has come to diversify our revenue streams by exploring user-based transactional opportunities

1

Digital Advertising Push
Premium programmatic advertising
Video and audio advertising
Audience Extension
Product Development and Commercial Innovation

2

Branded Content Development

3

Transactional Model

Expand affiliate partnership
Prescription model
Exploring different user-based revenue models

EL PAÍS

Thank you